



*AF Directorate of Innovation
and Transformation*

U.S. AIR FORCE



OLVIMS Operational Architecture Process

*Air Force Enterprise Fleet Management for
the Future*

**Jon Newsome
May/Jun 03**

Description of Task



Develop Operational Architecture for Fleet Management -

BearingPoint shall assist the government in development of an Operational Architecture (OA) in support of its fleet management requirements. BearingPoint will be required to provide facilitation and modeling support in development of the OA. BearingPoint shall insure coordination with Air Force (AF) and OSD architectural guidance to include Future Logistics Enterprise (FLE) and AF Logistics Enterprise Architecture (LogEA). BearingPoint shall work with the Standards Systems Group (SSG) in support of development of the systems architecture. The OA will comply with C4ISR standards and be consistent with the SCOR model where appropriate.

**Operational Architecture (Draft Due: 45 Days after award,
Final: 60 days after award) [Award date is 22 May 03]**

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Methodology



- Understand Where This Effort Sits in the Air Force's Transformation Framework
- Familiarize the Team on SCOR and C4ISR (not to constrain the process, but to keep it focused)
- Best Business Strategy/GAP Analysis
- Define the Deliverable
- Strategic Planning
- Conduct Architecting
- COTS Tool Assessment
- Conduct Site Visit to see the Possibility

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Our Process



Conduct
Strategic
Planning

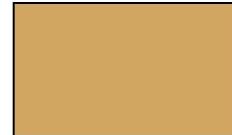
Conduct
Process
Modeling

Conduct
Site Visits

Develop Scenarios
to Evaluate Capability
Match to Process

Consider Commercial
Best Practices

In Work



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Rules of the Process



- Stay Out of the Weeds
- Do not Constrain Your Thoughts to the Current Structure of Fleet Management
- No Sacred Cows
- We Need each Other to Get this Done - Be Respective of Other People's Strengths, Weaknesses and Background
- The Loudest Voice Will Not Guarantee that Your Ideas Will be Adopted
- Make this Enjoyable © 2003

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Assumptions/Constraints



- Enterprise Solution
- Must support all possible scenarios (home station and deployed)
- Must fit within the overall Air Force Operational Architecture
- Close adherence to SCOR and C4ISR
- Consider the Art of the Possible
- Must be done in 45 Days

Defining the “Enterprise”



- **The Enterprise Extends from the Unified Commands to the Individual Operators of the Fleet (Internal and External) where customers may be at every level of the Enterprise**
- **The Material, Information, and Resources required to provide Capability to the Customer**
 - Material includes Vehicles, vehicle components, and “add-ons/accessories” which allow a vehicle to provide a unique capability
 - Components include repair parts (LRUs, SRUs, DLRs, Common and unique items)
 - Accessory equipment and add-ons include: auxiliary equipment, light kits, blades, wire ropes/cables, hydraulic components, petroleum dispensing equipment, road/trip kits
 - May support a weapon system platform but not the weapon system

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Defining the “Enterprise” (continued)



Information includes that information required to:

- Forecast/Scheduling/Demand Planning
- Historical Data
- Asset Visibility
- Workflow Information
- Constraint and Capability to provide Workflow
- Financial (Forecast and Execution, Cost and Price)
- Performance Management
- Personnel and Training
- Licensing and Certification
- Contract and Vendor Information
- Usage
- HAZMAT

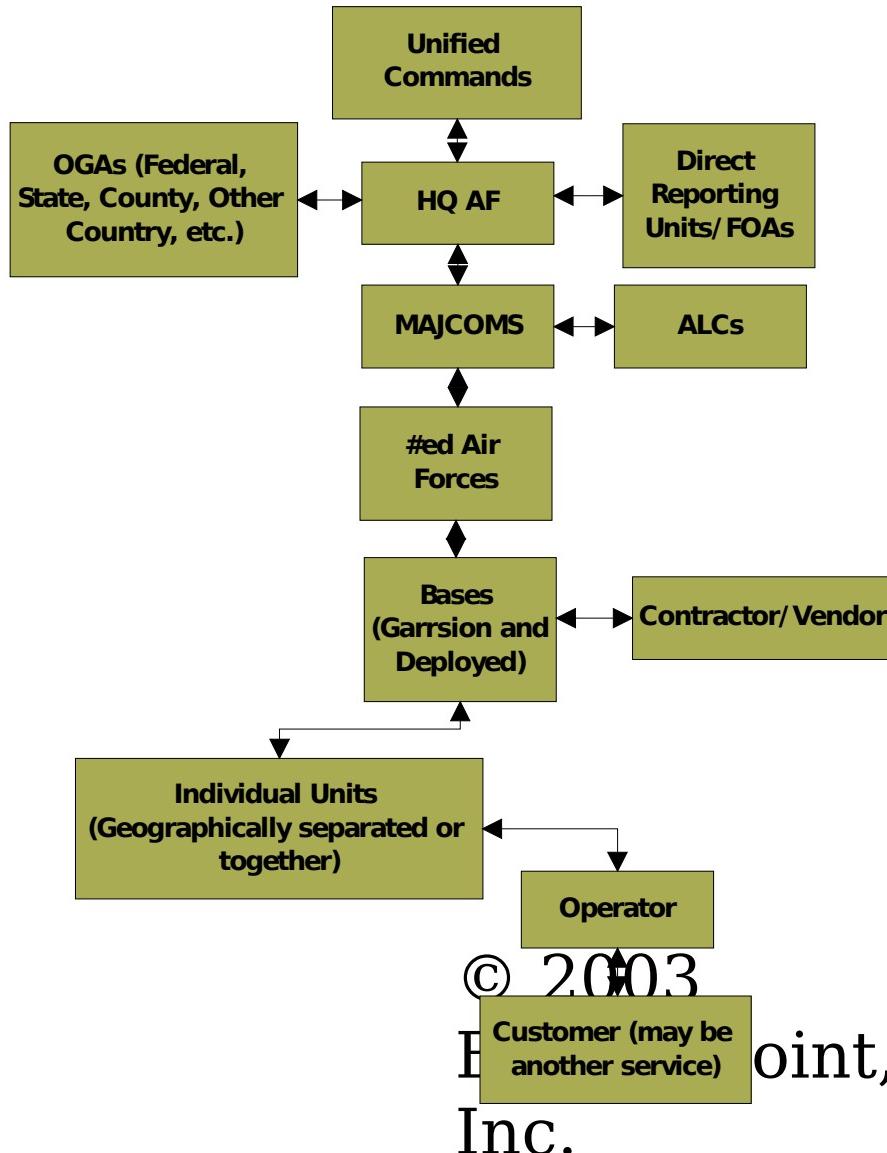
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Defining the “Enterprise” (continued)



- Resources Include:
 - Personnel (Authorized, Available, Trained, Certified)
 - Organic and Contracted
 - Internal Tools, Fuel Consumption, Test/Diagnostic Equipment
 - Software, hardware, connectivity, processes
 - Connectivity may be provided by other agencies within the DOD Enterprise

The Air Force Fleet Management Enterprise



Customers
may be at any
level of the
Enterprise

Change
Garrison
block to
home station
and
deployed

What is the Fleet that We are Managing?



- **Consists of internally utilized and tasked assets (vehicles and other equipment), their components (add-ons/accessories), and unique capability equipment (excluding weapons systems and unit mission unique packages)**
 - The mission support tools, support equipment, and internal components, specialized equipment associated with providing the unique capability of each of these tasked and internal vehicles
 - Does not include Support equipment fixed to the facility that can not be deployed or moved
 - This would be infrastructure, facilities equipment

Vision



- **Be the Best Qualified, Preferred Source Providing Total Lifecycle Systems Management of Ground Fleet Assets to the Warfighter Globally**

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Mission Statement



- **Provide economic and efficient fleet management, maintenance, services, assets and other logistics readiness support to the Expeditionary Space and Air Force and other government agencies to execute successful mission generation and sustainment.**

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What Does the Warfighter Need to Manage the AF Enterprise Fleet?



■ **CSF - Resources (people, \$s, material)**

■ **Relative Real Time Visibility (Personnel, Assets)**

- (Appropriate to the situation and the type of decision that needs to be made)
- CSF - Workflow information at the individual level, Higher HQ at the appropriate aggregate level
- CSF - Workflow Constraint
- CSF - Flexibility to change according to tactical and garrison operations
- CSF - Two way info flow to/from contractors or vendors
 - (must address availability of data in each instance)
- CSF - Regardless of geographic location (AEF)
- CSF - Forecasted Demands/Requirements
- CSF - Operational Readiness Information
- CSF - Location (assigned, tasked, available, dispatched, deployed, in maintenance, in transit)
- NTH - GPS Location for each asset

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What Does the Warfighter Need to Manage the AF Enterprise Fleet?



- **CSF - Information/Tracking on tools, Test Equipment, Spares Kits, UTCs, personnel**
- **CSF - Appropriate Level of Seamless Connectivity and AIT throughout the Enterprise**
 - Appropriate level of priority for available connectivity with other operational requirements
- **CSF - Stand-Alone capability in austere environments or periods of down-time**
- **CSF - Spares, tools, material, Fuels within required Delivery date**
 - Lead time for acquisition
 - Rolling Down-for-Parts (has some amount of capability), can still perform its mission in a limited fashion
- **NTH - Visibility, Authority to make decisions on multiple sources of supply based on price, availability, RDD (single portal eProcurement capability)** © 2003

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What Does the Warfighter Need to Manage the AF Enterprise Fleet?



- **CSF - Digitally Available Tech Data**
- **CSF - Accurate Bills of Material/ Planning BOMs**
- **CSF - Replacement Forecasts (APOM, POM)**
- **CSF - Usage/Historical Data**
- **CSF - Capacity Information for Facilities and Units**
- **NTH - Surge Capability and Visibility to see underutilized capability (people, resources, etc) and use/re-alignment of them**
- **CSF - Detailed Report Generation**
- **CSF - Ability to do predictive analysis and ad-hoc queries**
- **CSF - Standardized Visibility of HAZMAT Material**

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What Does the Warfighter Need to Manage the AF Enterprise Fleet?



- **CSF - Visibility of AF Corporate and MAJCOM Priorities**
 - Consistent prioritization and authority to set workflow priorities
- **CSF - Visibility and formalized Training System to see priorities, requirements and set priorities for training programs for Fleet Management Personnel. Should be able to see remaining requirements.**
- **CSF - Streamlined Cataloging Function (NSN, MGT) [move toward common language and away from codes]**
- **CSF - Ability to issue/manage government licenses**
- **CSF - Automated capability for lateral support for parts**

What Does the Warfighter Need to Manage the AF Enterprise Fleet?



- **CSF - Scheduling Capability for Workflow management**
- **CSF - Integrated Dispatching with Maintenance and Supply**
- **CSF - Automated Warranty tracking of end items and components**
- **CSF - Ability to track multiple categories of alternative fuels**

What Do You Hate About the Current Process/System?



- **Data integrity**
- **Multiple systems**
 - Redundant Data and systems
- **Non-Network-able**
- **Lack of readily available historical information**
- **Better Performance Metrics and Baselines, targets**
- **Inadequate Backup Systems**
- **Better Security**
- **Inadequate data**
- **Poor interfaces between systems**
- **User manuals and training programs**

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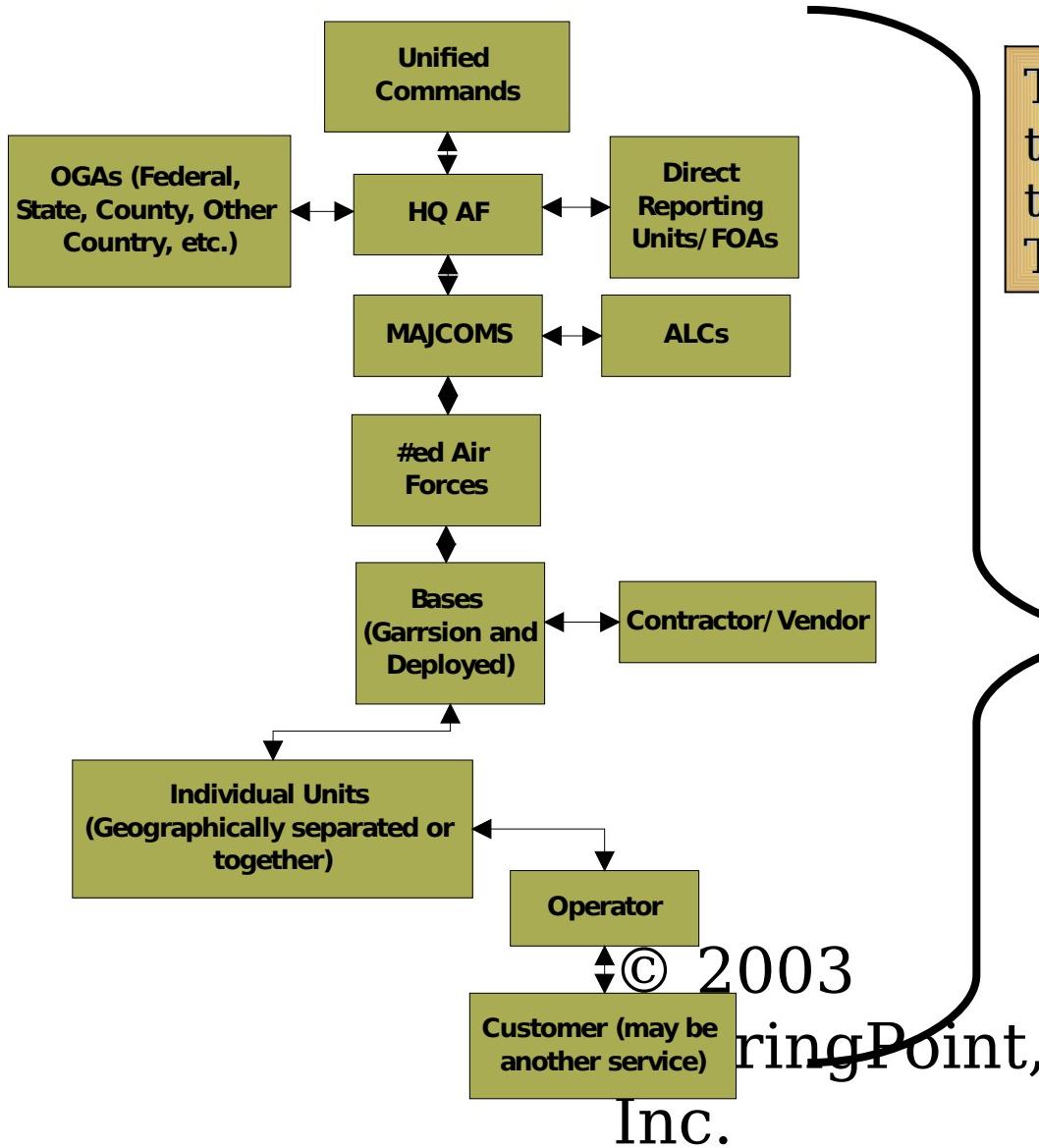
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What Do You Hate About the Current Process/System?



- **Data Retrieval**
- **Lack of capability to do analysis (predictive)**
- **Scheduling of people, workflow and parts**
- **Lack of Decision Making Capability**
- **Lack of Flexibility**
- **Lack of ability to track multiple alternative fuels**

Who Else Will Use this Info and What For?



The entire enterprise will use this information to perform the following functions - Total Lifecycle Management

- Acquisition/Contracting
- Budgeting/Forecasting
- Operations Planning/Deployments
- Supply Chain Managers
- Maintenance Planning

Classic Strategic Planning

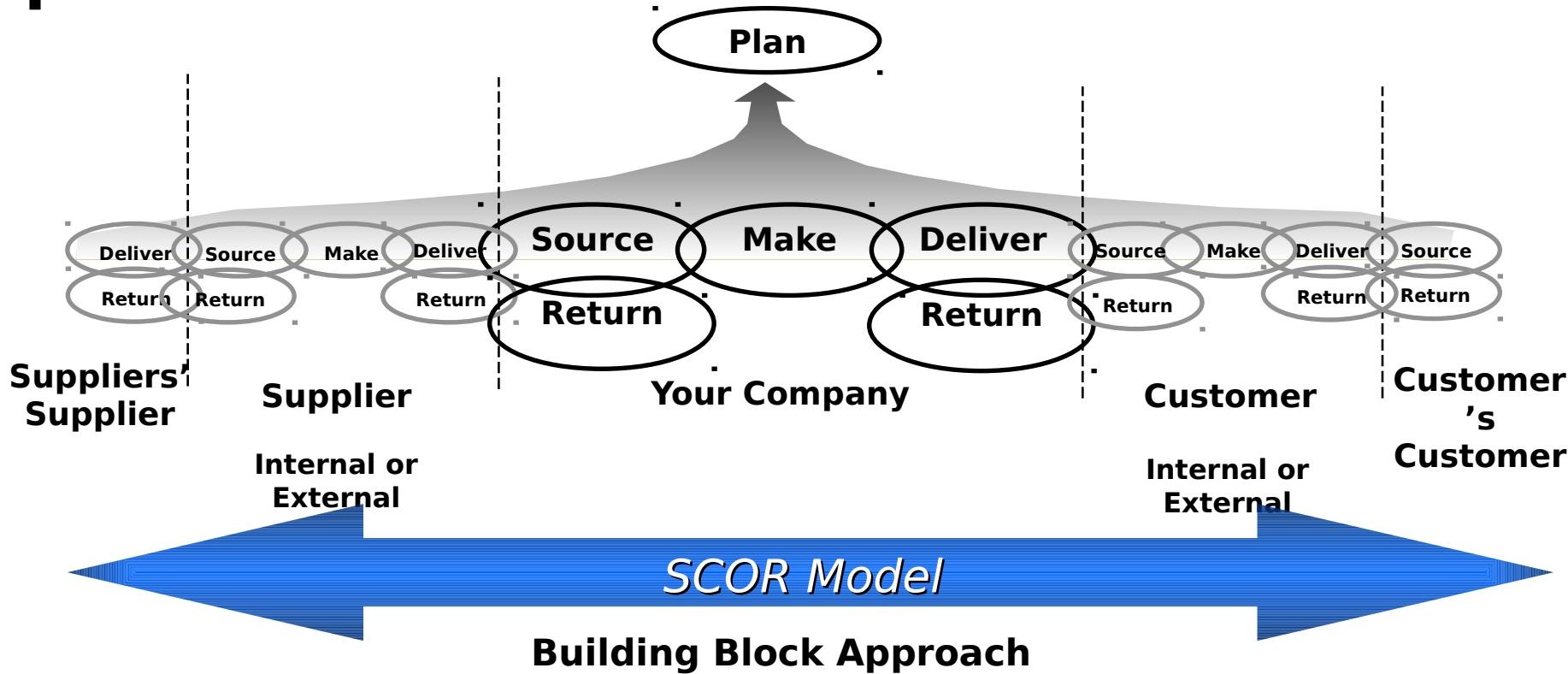


- Vision
- Mission
- Goals/Objectives
- Critical Success Factors

Begin the Operational Architecture

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SCOR is structured around five distinct management processes



Processes

Best Practice

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Metrics

Technology

SCOR
Supply-Chain COUNCIL

SCOR Contains 3 Levels of Detail



Level		Schematic	Comments
#	Description		
1	Top Level (Process Types)		<p>Level 1 defines the scope and content for the Supply Chain Operations Reference model. Here basis of competition performance targets are set.</p>
2	Configuration Level (Process Categories)		<p>A company's supply chain can be "configured-to-order" at Level 2 from approximately 24 core "process categories." Companies implement their operations strategy through their unique supply chain configuration.</p>
3	Process Element Level (Decompose Processes)		<p>Level 3 defines a company's ability to compete successfully in its chosen markets and consists of:</p> <ul style="list-style-type: none"> • Process element definitions • Process element information inputs and outputs • Process performance metrics • Best practices, where applicable • System capabilities required to support companies "fine tune" their Operations Strategies Level 3
4	Implementation Level (Decompose Process Elements)		<p>Companies implement specific supply chain management practices at this level</p> <p>Level 4 defines practices to achieve competitive advantage and to adapt to changing business conditions</p>

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Scope of SCOR Processes



Demand/supply planning



- **Assess supply resources, aggregate and prioritize demand requirements, plan inventory, distribution requirements, production, material, and rough-cut capacity for all products and all channels**
- **Make/buy decisions, supply chain configuration, long-term capacity and resource planning, business planning, product phase-in/phase-out, manufacturing ramp-up, end-of-life management, product-line management**

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Manage planning infrastructure

P1 - Plan Fleet Management (Constrained Environment)



- (Customer) Customer/Mission Requirements
- (D1.3, D1.10) Due-ins and RDD, Outbound Shipments (Parts, Personnel, Assets)
- (EP.3) Planning Data (Future Missions, Performance Metrics, Cost/Spend Authority, Recalls)
- (EP.9) Contingencies, Forecasts and Projections, Revised Business Assumptions

P1.1 - Identify, Prioritize, and Aggregate Fleet Management REQUIREMENTS for Material, Personnel, \$, and Information

P1.2 - Identify and Aggregate Fleet Management Material, Personnel, \$, and Information RESOURCES

- (EP.1) Business Rules/Mission Priorities (shortfalls), Policies, Decision Logic, What-if Analysis, SLAs, Risk Analysis

- (EP.2) Performance Improvement Plan or projected improved efficiencies

- (EP.4) Inventory Strategy, TMSK and Reconstitution

P1.3 - Balance Fleet Management RESOURCES with REQUIREMENTS

P1.4 - Establish and Communicate Fleet Management Plans

Plans & Reports (P2.1, P3.1, P4.1) (Customer)

- (P2.4) Single Consolidated Resource Document (Currently Use Several to Include: UMDs, VAL/ASC, Sourcing Plans, Budgets)

- (P3.4) Mission Support Capability (Product & service)

- (P4.4) Maintenance Schedule, Dispatch Schedule, Training Schedule, Spend Plans

- (EP.3) Planning Data (Future Missions, Performance Metrics, Cost/Spend Authority, Recalls)

- (EP.5, EP.6) Capacity Planning (Internal, External, Organic, Contracted)

- (EP.8) Regulatory Requirements (HAZMAT, EPA, Public Law, Policy, OSHA, DOT, etc.)

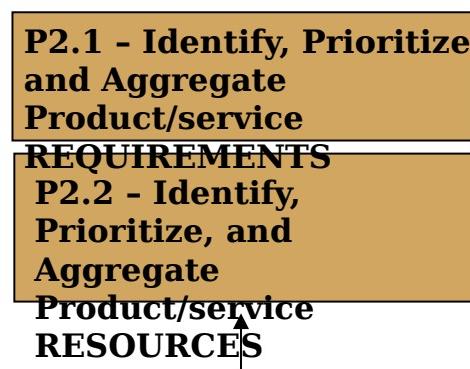
- Vendor/Supplier Inventory

- Customer Usage Information

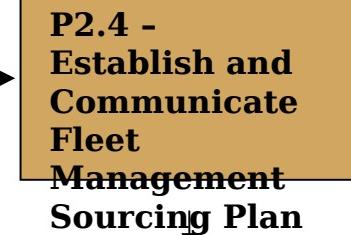
P2 - Plan Sourcing for Fleet Management



- (Supplier) Product/Service Availability (For Contracted Workloads/Services)
- (S1.4, S2.4, S3.6) Inventory Availability (Personnel, Assets, \$, Material, Facilities, Workflow)
- (S1.1, S2.1, S3.3) Sourced Resources on Order and RDD, (Personnel, Assets, \$, Material, Facilities, Workflow)
- (EP.3) Planning Data (Future Missions, Performance Metrics, Cost/Spend Authority, Recalls)



- (EP.1) Business Rules/Mission Priorities (Shortfalls), Policies, Decision Logic, What-if Analysis, SLAs, Risk Analysis



- Plans & Reports (P2.1, P3.1, P4.1) (Customer)

- (P1.4) Establish and Communicate Fleet Management Plans & Reports
- (P3.4) Maintenance/Service Schedule, Dispatch, Training/Inspection Schedule, Deployment Schedules, Contingency Plans
- (P4.4) Contractor Information (For Contracted Workloads/Services), Capacity of Lateral Units in the Enterprise that can be Utilized, Internal Capacity
- (EP.3) Planning Data (Future Missions, Performance Metrics, Cost/Spend Authority, Recalls)
- (EP.7) Bills of Materials (Planning & Execution), Workflow
- (D2.3, D3.3) Reserve Resources (Personnel, Assets, \$, Material, Facilities, Workflow) Based on Mission Requirements

P3 - Plan Make for Fleet Management



- (P1.4) Establish and Communicate Fleet Management Plans & Reports
- (P4.4) Contractor Information (For Contracted Workloads/Services), Capacity of Lateral Units in the Enterprise that can be Utilized, Internal Capacity
- (EP.3) Planning Data (Future Missions, Performance Metrics, Cost/Spend Authority, Recalls)
- (EP.7) Bills of Materials (Planning & Execution), Workflow
- (D2.3, D3.3) Reserve Resources (Personnel, Assets, \$, Material, Facilities, Policies, Decision Logic, What-if Analysis, SLAs, Risk Analysis) Based on Mission Requirements

P3.1 - Identify, Prioritize, and Aggregate Production REQUIREMENTS

P3.2 - Identify, Assess, and Aggregate Production RESOURCES

- (P2.4) Single Consolidated Resource Document (Currently Use Several to Include: UMDs, VAL/ASC, Sourcing Plans, Budgets)

- (EP.3) Planning Data (Future Missions, Performance Metrics, Cost/Spend Authority, Recalls)

- (M1.1, M2.1, M3.2) Capacity Planning, Workflow Optimization Planning Information and Maintenance/Dispatch/Training Scheduling

- (M1.2, M2.2, M3.3) On-hand Inventory (Personnel, Assets, \$, Material, Facilities, Workflow)

- (EP.1) Business Rules/Mission Priorities (Shortfalls), Policies, Decision Logic, What-if Analysis, SLAs, Risk Analysis

P3.3 - Balance Production RESOURCES with Production REQUIREMENTS

P3.4 - Establish and Communicate Production Plans

- Production Plans & Reports (P1.2, P2.1, P4.2, M1.1, M2.1, M3.2, D1.3, D2.3, D3.3)

P4 - Plan Deliver for Fleet Management



- Reduced Standardized (With Commercial Sector) Plain English Asset Descriptions (Minimize Categories and Codes and Task Description Codes)
- Product/Category Lifecycle Information (Usage, Cost, R&M, Accessories, Warranty)
- (D4.6) Accountability and Visibility at Point of Sale Data (daily)
- Stock On-Hand Counts
- Vendor Lead Time to Acquisition
- Vendor Transit Time (RDD)

- (P1.4) Establish and Communicate Fleet Management Plans & Reports
- (EP.3) Planning Data (Future Missions, Performance Metrics, Cost/Spend Authority, Recalls)
- (EP.9) Contingencies, Forecasts and Projections, Revised Business Assumptions
- (EP.7) Bills of Materials (Planning & Execution), Workflow
- (D1.3, D2.3, D3.3) Due-ins and RDD, Outbound Shipments (parts, personnel, Assets) Reserve Resources (Personnel, Assets, \$, Material, Facilities, Workflow) Based on Mission Requirements

- (Customer) Customer Requirements
 - (EP.1) Business Rules, Mission Priorities (shortfalls), Policies, Decision Logic, What-if Analysis, SLAs, Risk Analysis

P4.1 - Identify, Prioritize, and Aggregate Delivery Requirements

P4.2 - Identify, Prioritize, and Aggregate Delivery RESOURCES

P4.3 - Balance Delivery RESOURCES with Delivery REQUIREMENTS

P4.4 - Establish and Communicate Delivery Plans

- (P2.4) Single Consolidated Resource Document (Currently Use Several to include: UMDs, VAL/ASC, Sourcing Plans, Budgets)

- (EP.3) Planning Data (Future Missions, Performance Metrics, Cost/Spend Authority, Recalls)

- (M1.1, M2.1, M3.2) Capacity Planning, workflow optimization planning information and Maintenance/Dispatch/Training Scheduling

- (M1.2, M2.2, M3.3) On-hand Inventory (Personnel, Assets, \$, Material, Facilities, Workflow)

- Delivery Plans & Reports (P1.2, P2.1, P3.1, D1.3, D2.3, D3.3)

- Stockage Levels, Adjusted Stock Levels & Safety Levels (Bench Stock) (D4.1)

P5 - Plan Return of Fleet Management



- Demand Planning Forecasts, Projections (Personnel, Assets, \$, Material, Facilities, Workflow)
- Contractual Obligations (Performance Based Contracts for Outsourced Service/Products), Customer Centric Performance Metrics
- (EP.3) Planning Data (Future Missions, Performance Metrics, Cost/Spend Authority, Recalls)
- (EP.9) Contingencies, Forecasts and Projections, Revised Business Assumptions
- Historical Data (at the Item Level)
- (ER.1) Business Rules, Business Logic
- (ER.8) Regulatory Requirements (HAZMAT, EPA, Public Law, Policy, OSHA, DOT, etc.)

P5.1 - Identify, Prioritize, and Aggregate Return REQUIREMENTS

P5.2 - Identify, Prioritize, and Aggregate Return RESOURCES

P5.3 - Balance Return RESOURCES with Return REQUIREMENTS

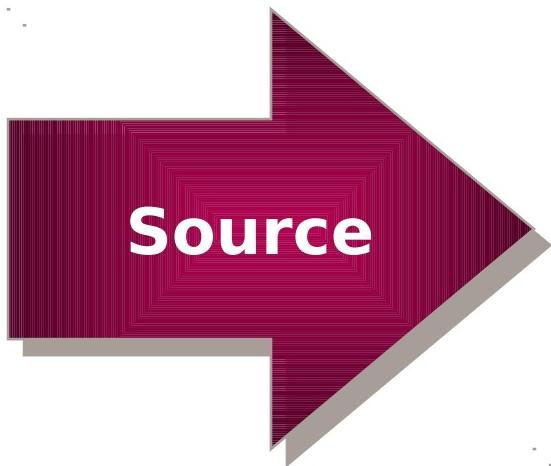
- (EP.1) Business Rules/Mission Priorities (shortfalls), Policies, Decision Logic, What-if Analysis, SLAs, Risk Analysis
- (EP.2) Performance Improvement Plan or Projected Improved Efficiencies
- (EP.4) Inventory Strategy, TMSK and Reconstitution

P5.4 - Establish and Communicate Return Plans

- (P2.4) Single Consolidated Resource Document (Currently use Several to Include: UMDs, VAL/ASC, Sourcing Plans, Budgets)
- (P3.4) Maintenance/Service Schedule, Dispatch, Training/Inspection Schedule, Deployment Schedules, Contingency Plans
- (EP.3) Planning Data (Future Missions, Performance Metrics, Cost/Spend Authority, Recalls)
- (EP.5, EP.6) Capacity Planning (Internal, External, Organic, Contracted)
- (EP.8) Regulatory Requirements (HAZMAT, EPA, Public Law, Policy, OSHA, DOT, etc.)
- (DR2.3, DR2.4) Test/Determine Condition, Disposition Data (Incoming Inspection/LTI, Lateral Support)
- (ER.1) Business Rules, Business Logic
- EP.9 Contingencies, Forecasts and Projections, Revised Business Assumptions
- ER.2 Quality Control (Return to Shop - Assets/Personnel Returned Because of Inability to Perform Assigned Task/Mission)(Planned and Unplanned)
- ER.3 Return Data (Future Missions, Performance Metrics, Cost/Spend Authority, Recalls)
- ER.4 Return Inventory Metrics Goals/Targets
- ER.6 Return Transportation Guidelines, Policies, & Agreements
- ER.7 Return Process Workflow Definitions & Policies
- ER.8 Regulatory Requirements (HAZMAT, EPA, Public Law, Policy, OSHA, DOT, etc.)

- Delivery Resources P4.2
 - Production Requirements P3.1
 - Source Requirements P2.1
 - Return Plans and Reports (DR2.1)
 - Return Rules and Policies DR1.1, DR3.1
 - Return Capabilities and Constraints DR1.1, DR3.1
 - Return Plan Schedule DR1.1, DR2.3, DR3.1
 - Process Procedures ER.2
- Included in All Above Factors, (Personnel, Assets, \$, Material, Facilities, Workflow)

Scope of SCOR Processes



Sourcing/material acquisition

- Obtain, receive, inspect, hold, and issue material
- Vendor certification and feedback, sourcing quality, in bound freight, component engineering, vendor contracts, initiate vendor payments

Raw Materials Warehouse management

Raw Materials Transportation and installation management

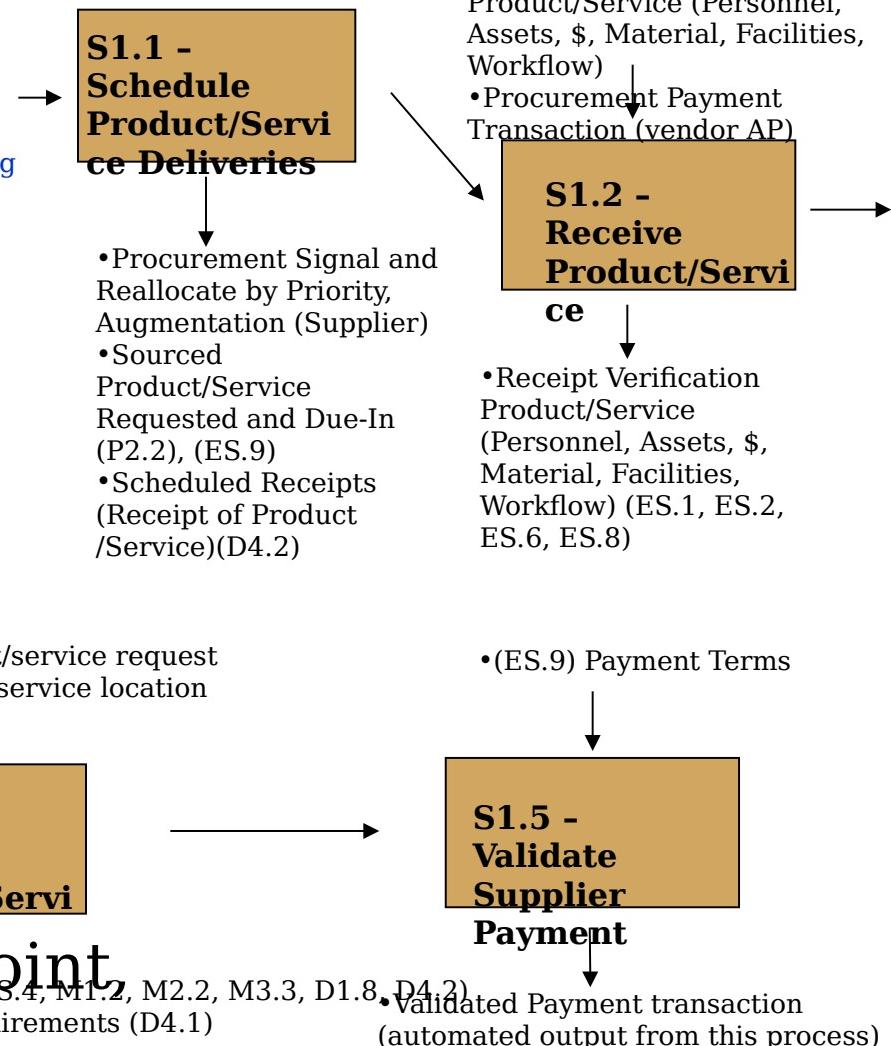
- Manage traffic, manage inbound freight, manage Schedule installation activities

Source Enable Activities

- Manage source business rules, manage RM inventories
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S1 - Source Stocked Product/Service

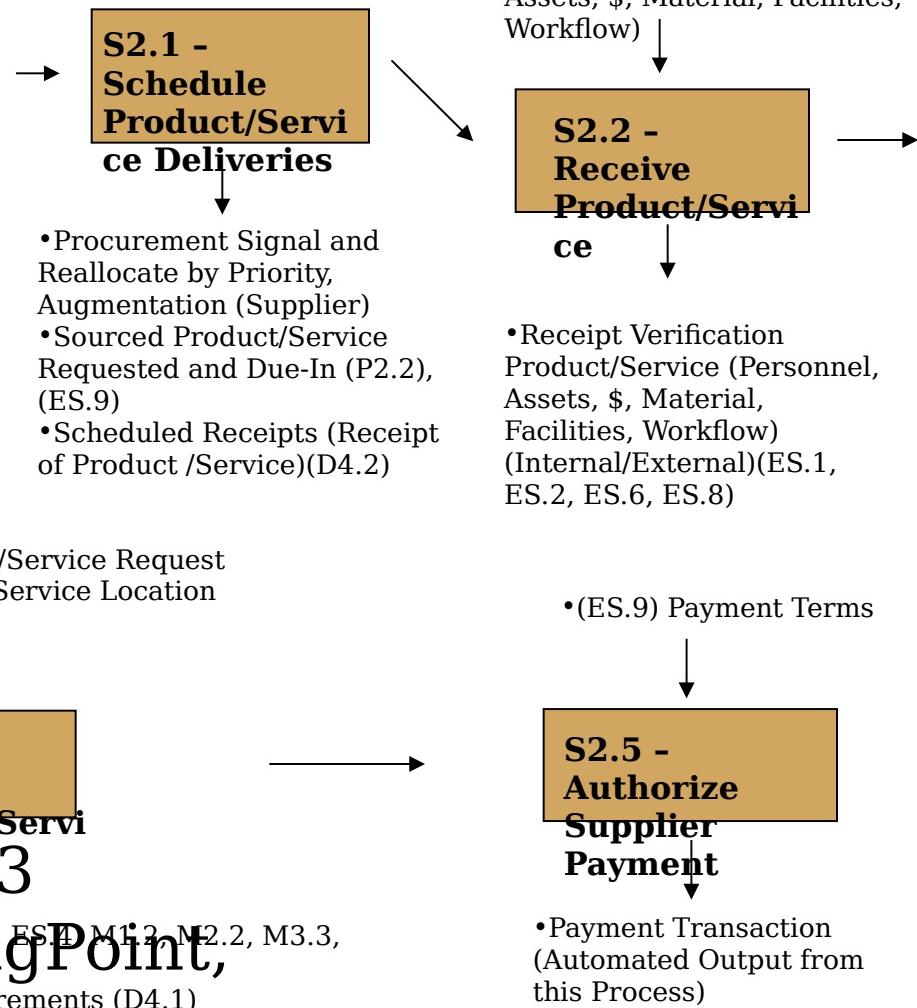
- (P2.4) Single Consolidated Resource Document (Currently use Several to Include: UMDs, VAL/ASC, Sourcing Plans, Budgets)
- (ES.2) Source Execution Data (Cost, On-Time Delivery, Quality, Availability, Responsiveness)
- (ES.6) Logistics Selection (Vendor, Organic, Pickup)
- (M1.1, M2.1, M3.2) Capacity Planning, Workflow Optimization Planning Information and Maintenance/Dispatch/Training Scheduling
- (M1.2, M2.2, M3.3, D1.3) On-hand , Due-ins Inventory (Personnel, Assets, \$, Material, Facilities, Workflow)
- (DR2.4) Test/Determine Condition, Disposition Data (Incoming Inspection/LTI, Lateral Support)



S2 - Source Make-to-Order Product/Service



- (P2.4) Single Consolidated Resource Document (Currently Use Several to Include: UMDs, VAL/ASC, Sourcing Plans, Budgets)
- (ES.2) Source Execution Data (Cost, On-Time Delivery, Quality, Availability, Responsiveness)
- (ES.6) Logistics Selection (Vendor, Organic, Pickup)
- (M1.1, M2.1, M3.2) Capacity Planning, Workflow Optimization Planning Information and Maintenance/Dispatch/Training Scheduling
- (M1.2, M2.2, M3.3, D1.3) On-Hand , Due-In's Inventory (Personnel, Assets, \$, Material, Facilities, Workflow)
- (DR2.4) Test/Determine Condition, Disposition Data (Incoming Inspection/LTI, Lateral Support)



Scope of SCOR Processes



Production execution

- Request and receive material, manufacture and test product, package, hold and/or release product
- Engineering changes, facilities and equipment, production status, production quality, shop scheduling/sequencing, short-term capacity
- WIP Transportation

Make Enable Activities

- Manage production business rules, manage WIP inventories

M1-Prepare for Mission Support

- Production Plans & Reports (P1.2, P2.1, P4.2, M1.1, M2.1, M3.2, D1.3, D2.3, D3.3)
- (S1.1, S2.1, S3.3) Scheduled Receipts
- (M1.2, M1.3A, M1.5, M1.6) Information Feedback
- (EM.1, EM.2, EM.3, EM.5) Equipment and Facilities Schedules and Plans (Tools, Training)
- Return Inventory Transfer Data (P5.2)

M1.1 - Schedule Mission Support Activities

- Production Schedule (P3.2, S1.1, S2.1, S3.3, D1.3, D1.8, D4.2)

- M1.3 Produce End Product/Service

M1.3A - Complete Quality Control

- Information Feedback (M1.1) (Services Completed, Training Deficiencies, FOD)
- Quality Control Metrics
- Customer Notification

- (S1.4, S2.4, S3.6) Inventory Availability
- (EM.4) WIP Handling Rules, Move Information and Methods
- (EM.6) WIP Location Rules (Awaiting Shop, VDP, Awaiting Disposition Instructions)
- (EM.8) Regulatory Compliance

M1.2 - Gather Resources

- Inventory Availability (P3.2)
- Information Feedback (M1.1)
- Replenishment Signal (S1.1, S2.1, S3.3)
- Product Location Information (EM.6)
- Customer Notification/Exception Notification

- (P3.4) Production Plan
- (P4.4) Delivery Plan

M1.5 - Package/Staging Product/Service

- Information Feedback (M1.1)
- (P3.4) Production Plan
- (P4.4) Delivery Plan
- Inventory Availability (P3.2)



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- Production Schedule (P3.2, S1.1, S2.1, S3.3, D1.3, D1.8, D4.2)

- Product Location Information (EM.6)
- Inventory Availability (P3.2)

M1.3 - Produce End Product/Service

- Information Feedback (M1.1)
- Labor Hours Start/Stop
- Route to QC

M1.6 - Release Product/Service to Deliver

- Information Feedback (M1.1)
- Finished Product Release (D1.8, D4.2)
- Customer Notification/Exception Notification (CAC)

Scope of SCOR processes



Order management

- **Enter and maintain orders, generate quotations, configure product, create and maintain customer database, manage allocations, maintain product/price database, manage accounts receivable, credits, collections and invoicing**



Deliver

Finished Goods Warehouse management

- **Store, pick, pack and configure products, create customer specific packaging/labeling, consolidate orders, ship products**

Finished Goods Transportation and installation management

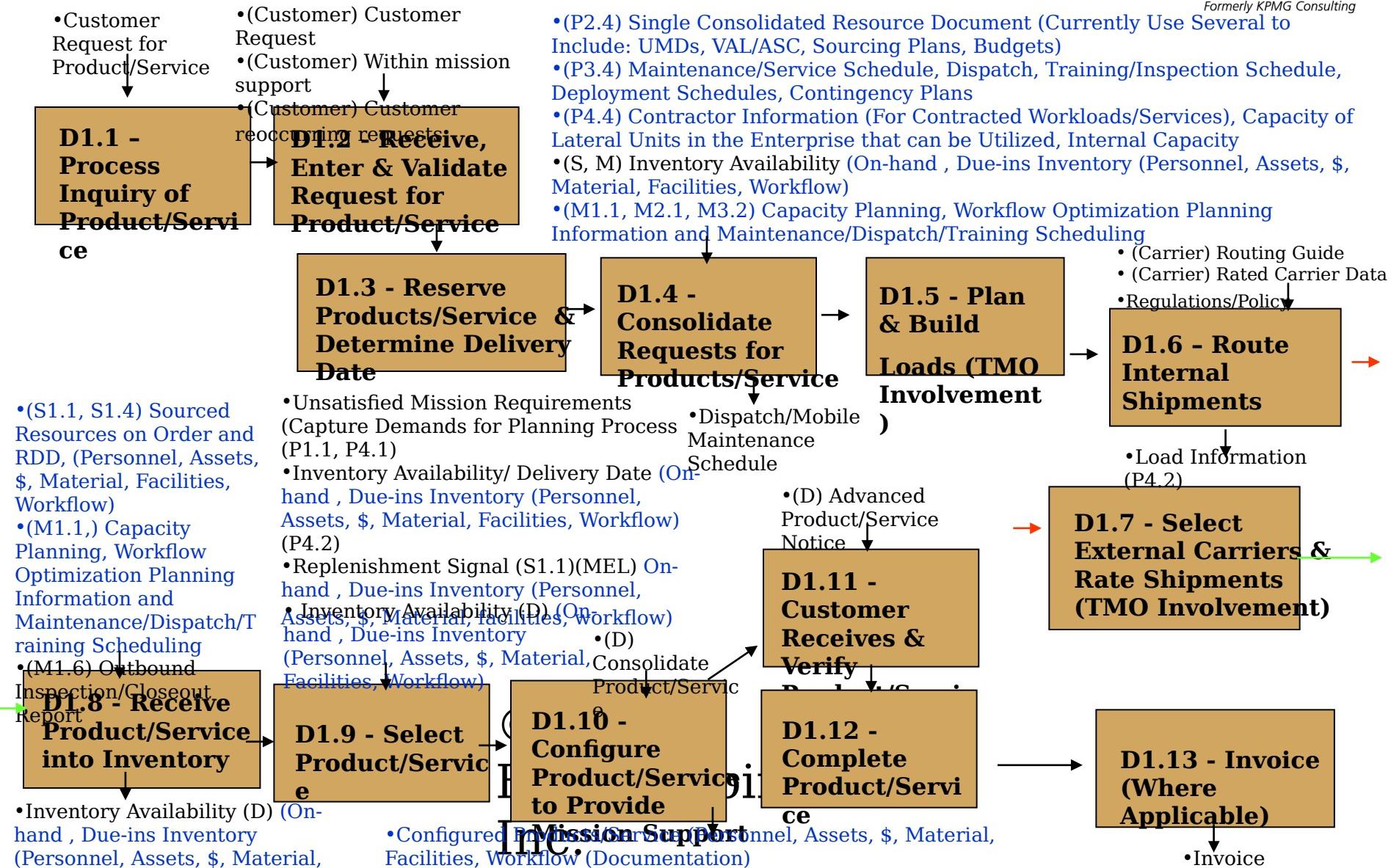
- **Manage traffic, manage outbound freight, manage Schedule installation activities, perform installation, verify performance**

Deliver Enable Activities

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- **Manage channel business rules, order rules, manage inventories, manage delivery quality. Manage product import/export**

D1 - Deliver Product/Service



Scope of SCOR Processes



A large yellow arrow pointing to the left, with the word "Return" written in black capital letters inside it.

- **Return Source**
 - Activities associated with returning material to a supplier including the communication with the trading partner, the generation of documentation, and the physical return / shipment of product.
- **Return Deliver**
 - Activities associated with receiving and disposing of returned material from a customer including the communication with the trading partner, the generation of documentation, and the physical return / receipt and dispositioning of product.

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SR2 - Return Source

- Receipt Verification Product/Service (Personnel, Assets, \$, Material, Facilities, Workflow) (ES.1, ES.2, ES.6, ES.8)

- (ER.1) Manage Business Rules(Shipping Cost, DIFM)

- (ER.8) Manage Regulatory Return Policy (HAZMAT)

- (ER.8) Warranty Data

SR2.1 - Identify Product/Service Condition

SR2.2 - Product/Service Disposition

SR2.3 - Request Return Authorization

SR2.4 - Schedule Product/Service Shipment

SR2.5 - Return Product/Service

- Authorization to Scrap/Recycle (DRMO)
- Authorization to Return to Service
- Authorization to Return to Vendor for Credit Exchange
- Inventory Availability (WO Residue)(ES.4)
- Return Product Location(ES.4)

- (ES.4) Inventory Availability

- (ES.4) Inventory Availability

- (SR2.3) Credit/Exchange Options

- (SR2.3) Ship-to Data

- (ES.4) Inventory Availability

DR2 - Return Deliver

- (P3.4) Maintenance/Service Schedule, Dispatch, Training/Inspection Schedule, Deployment Schedules, Contingency Plans
- EP.9 Contingencies, Forecasts and Projections, Revised Business Assumptions
- ER.2 Quality Control (Return to Shop - Assets/Personnel Returned Because of Inability to Perform Assigned Task/Mission)(Planned and Unplanned)
- ER.3 Return Data (Future Missions, Performance Metrics, Cost/Spend Authority, Recalls)
- ER.4 Return Inventory Metrics Goals/Targets
- ER.6 Return Transportation Guidelines, Policies, & Agreements
- ER.7 Return Process Workflow Definitions & Policies
- ER.8 Regulatory Requirements (HAZMAT, EPA, Public Law, Policy, OSHA, DOT, etc.)

D2.2 - Schedule Return Receipt

- Return Schedule Instructions (UDI Returns, Scheduled/Unscheduled Maintenance)(DR2.3)
- RMA/Documentation (Return Tracking Number ex. ULN, TCN)

- (P3.4) Maintenance/Service Schedule, Dispatch, Training/Inspection Schedule, Deployment Schedules, Contingency Plans
- Return Schedule Instructions (UDI Returns, Scheduled/Unscheduled Maintenance)(DR2.3)
- ER.6 Return Transportation Guidelines, Policies, & Agreements
- ER.8 Regulatory Requirements (HAZMAT, EPA, Public Law, Policy, OSHA, DOT, etc.)
- RMA/Documentation (Return Tracking Number ex. ULN, TCN)

DR2.3 - Receive Product/Service (includes verify)

- Return Product/Service (DR2.4)
- Return Inventory Transfer Data (P5.2)
- ER.4 Return Inventory Metrics Goals/Targets
- Receipt Discrepancy

DR2.1 - Authorize Product/Service Return

- ER.4 Return Inventory Metrics Goals/Targets
- ER.3 Return Data (Future Missions, Performance Metrics, Cost/Spend Authority, Recalls)

- (P2.4)Sourcing Plans

DR2.4 - Transfer Product/Service

- Return Inventory Transfer Data (P5.2)
- ER.4 Return Inventory Metrics Goals/Targets